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| SUMMARY OF INNOVATION TEAM RECOMMENDATIONS AND IMPLEMENTATION TEAM RECOMMENDED STRATEGIES |
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| Internal Communications and Accountability |
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1. *Revamp Hiring Process*

Solution Proposed: Streamline process by eliminating duplication of efforts. Allow departments to fill positions with single request to Civil Service.

The Implementation Team recommends implementing this recommendation not as the Innovation Team proposed but with nine strategies that they have developed to improve and streamline the hiring process. The Team believes that there is no duplication of effort involved and that efficiency can be improved with better communication and the implementation of the nine strategies. The Team sees this item as a high priority issue but beyond the Implementation Team scope.

2. *Establish Work Smarter Teams*

Solution Proposed: Create teams that would consist of employees who have learned how to assess their own workplace; eliminated unnecessary steps; adopted new methods, etc. The teams would meet with selected sections and work units to teach other employees how to rethink their jobs.

The Implementation Team recommends that the Work Smarter Teams be integrated into the Focus on Results (FOR) Long Beach process. The WS Teams would perform component #5 of the FOR process, which is evaluating the performance measures and reports of the process. The Team also recommends that a continuous improvement consultant be hired to train and deploy the Work Smarter Teams. This was identified as a high priority initiative.

3. *Assess Interdepartmental Interactions and Accountability*

Solution Proposed: Each City department complete an annual evaluation of internal service provider departments for the City Manager to review.

The Implementation Team recommends that departments that frequently use other departments' services have representatives from the client and server departments meet monthly or quarterly. Focus on Results can provide quantitative measures related to each department's performance. At a minimum, a once a year meeting should be held for any departments that serve other departments. The City Manager's Office should be kept informed of the meetings and should oversee that the meetings occur. This was identified as a high priority initiative.

4. *Enhance Upward Communication and Accountability*

Solution Proposed: Develop an institutional process that promotes communication at all levels and ensures employee ideas, concerns and recommendations are recognized and responded to in a timely manner will nurture a spirit of open communication, work improvements, and employee morale enhancements. Create avenues such as bulletin boards, surveys, and input forms for employees to share new ideas, concerns, etc.

The Implementation Team found that many departments already have processes in place to foster communication. Some departments have a culture that encourages communication and others do not have such a culture. As a result, the Implementation Team did not feel that creating a new Citywide program would create a culture of communication in departments that currently lack it. In addition, creation of a new Citywide program would either duplicate or replace successful processes that individual departments have created to meet their own specific needs. Therefore, the Team recommends not implementing this idea.

5. *Increase Scope of Voluntary Idea Program (VIP) and Add Bonus Plan*

Solution Proposed: Adjust the guidelines of the VIP to allow employees to be rewarded for creative ideas within their own workplace and create a “work unit” recognition process and bonus plan within the program. To encourage participation by more field employees, actively promote the program and adjust rules to allow easier access to the process.

The Implementation Team recommends that those departments that do not have an active VIP Program should re-implement the program and that those departments that have not been actively promoting the VIP Program should take steps to ensure that all staff are aware of the Program and are encouraged to participate. The Implementation Team also recommends updating the information on the City's Intranet page to include current VIP activities and changing the VIP guidelines (created in 1989) to include “compensated time-off” and the posting of accepted VIP suggestions. The Team also recommends the creation of a “Unit Award” for suggestions or implemented procedures that result in exemplary performance by a specific bureau, division or work unit to be divided among all unit employees. Recommended changes should be implemented immediately.

6. *Make Innovation and Re-engineering a Management Performance measure*

Solution Proposed: Require the inclusion of innovative ideas as part of the evaluation process for all supervisory levels. The evaluations for all supervisors should include a review of what the employee has done to improve the delivery of core services; increase efficiency and eliminate duplications of effort; improve employee morale; and, reduce costs/increase revenues.

The Implementation Team believes that the Management Performance Planning, Review and Appraisal for managers is quite extensive and already covers having innovation and re-engineering a management performance measure. However, it is

pointed out that this review needs to be done consistently and on an annual basis and that the manager's ability to promote innovation and reengineering be seriously considered.

Human Resources/Employee Related

1. *Implement Time Sheet by Exception for Appropriate Departments*

Solution Proposed: Implement a time sheet by exception (only submit time sheets when there is a change to the typical 40-week schedule) for office-oriented departments while retaining existing systems for other departments.

The Implementation Team recommends that default labor distributions be set up within the Tesseract time entry system for the 356 (968 eligible, only 612 set up) viable employees and train the impacted PPAs. Also, the Tesseract System is scheduled upgrade for 2006 should expand the number and types of workers who may use default labor distributions. In addition, employees should sign an affidavit that enables them to complete time sheets only when a deviation from their established work hours occurs. Finally, explore implementing a "self-service" time entry system that utilizes Lotus Notes and is similar to the one used by the Los Angeles Department of Water and Power. The Implementation Team recommends immediate implementation.

2. *Implement Alternative Work Schedules*

Solution Proposed: Review current public access and work schedules. Extended service hours could better serve the public and the employees by allowing better access to services and additional work schedule options.

The Implementation Team highly recommends implementation of alternative work schedules to improve employee morale and current public access. Options can include offering occasional flextime and staggered work schedules where appropriate. In addition, extending public hours, where appropriate, is also a recommended option.

3. *Implement Leadership Development Program*

Solution Proposed: Improve the quality of management, while aligning management styles toward a more progressive model that can guide the City through the challenges ahead. Can be accomplished by establishing a Leadership Development Team who report directly to the City Manager. The Leadership Development Team will build general courses where a widespread deficiency is identified and develop solutions for individuals with specific problems.

The Implementation Team recommends that the process used to formulate "The City of Long Beach Leadership Academy: The Supervisor's Program" be adapted for managers. In the area of identifying issues for training, 360-degree identification should be done. Additionally, the manager's program can be used to indoctrinate new

managers to the City including the City's mission/values, management culture, expected outcomes and relationships to the FOR Long Beach Program.

4. Expand Employee Training and Development

Solution Proposed: Develop an organizational culture that promotes investment in employee skill development and training. Create opportunities for employees to acquire new skills, plan for career development, and learn about other career opportunities within the City.

The Implementation Team recommends that the process used to formulate "The City of Long Beach Leadership Academy: The Supervisor's Program" be adapted for employees. The employees' program can be used to indoctrinate new employees to the City including the City's mission/values, management culture, expected outcomes and relationships to the FOR Long Beach Program. Employees should not be required to take training courses on their own personal time. The training can also be used as a refresher for existing employees. The Team also recommends that Career Development planning options and career ladder alternatives be updated and identified for employees to learn about other City career opportunities. This information needs to be published and marketed so it is available to all employees. The team also recommends non-management voluntary rotations and an annual recruiting fair along with the health/safety fair.

5. Institute Wellness and Fitness Program

Solution Proposed: Develop a Citywide Wellness and Fitness Program, similar to those in the Police and Fire Departments, with oversight provided by the Department of Health and Human Services.

The Implementation Team recommends that a Citywide Wellness and Fitness Program be created using the features of the City's Fire Department and the City of Santa Fe Springs. New time sheet codes can be created to track participation in programs and suggested incentives are identified to encourage participation. Specific programs are also recommended, which include a Walking Program, Dietary Information Program and Sports Leagues for employees. The Team identified this as a high priority implementation.

6. Expand Work Incentives

Solution Proposed: Implement a program that allows Department Heads to offer "extra" vacation days to employees who show exemplary performance.

The Implementation Team recommends that department heads be allowed to offer rewards and incentives to motivate employees towards high performance. A primary example is offering employees extra personal days off. The Team identified this as a high priority implementation.

1. *Restructure the General Plan or Create a Citywide “Comprehensive Plan” as a Framework to Consolidate City Planning Documents and Efforts*

Solution Proposed: Coordinate all planning documents (i.e., Strategic Plan 2010, department strategic and business plans, etc.) within a reconstituted and comprehensive General Plan.

The Implementation Team agreed with the need to update the City's General Plan more frequently. The update includes having the General Plan serve as the central planning document for the City, which includes developing a system to coordinate General Plan revisions and updates. All core services should be represented in the General Plan and department plans and goals should have a direct relationship to the General Plan. The Team recommends establishing a standing General Plan Committee with the outcome of incorporating and superceding the Long Beach 2010 Strategic Plan. A detailed implementation timeframe was established and the Team identified this item as high priority.

2. *Establish Overlapping Service Areas/Central Point of Contact for City Services*

Solution Proposed: Reconfigure each department's core services/programs (i.e., Public Service, Water, Gas, Police, Fire, Code Enforcement, etc.) into geographic service areas so they correspond with all other departments. Create a system where line employees and supervisors are responsible and accountable for service within their assigned geographic area. Establish a central point of contact for all non-emergency City services to the public.

The Implementation Team supports a central point of contact for all non-emergency services to the public such as the implementation of a 311 system. The Team supports implementing any of the three alternatives outlined in the 311 Feasibility Study Report. The Team does not support the solution to reconfigure each department's core services and programs into geographical areas so they correspond with all other departments. Another option for a central point of contact is to expand the use of the City's existing Geographic Information System (GIS). This system could be expanded to enable a resident to access the GIS system to get information on whom to call for services related to that address, including current street projects. A third option for a central point of contact is to implement a centralized Citywide service request and work order system capable of meeting the needs for the City.

3. *Perform Core Service Review*

Solution Proposed: Reduce the proliferation of programs offered by the City by using a set of core services criteria to assess the appropriateness of existing and proposed programs. This will allow us to focus limited resources on the core business of local government.

The Implementation Team recommends that an initial core services evaluation occur on General Fund services using the criteria established and prioritized under the General Plan update. Once the evaluation is done, the General Plan Committee can be charged with the task of evaluating all proposed programs to determine if they meet the core services. The Team recommends that the responsibility for implementation be assigned to a team in the City Manager's office. The Team recommends strong links between the General Plan, Budget, Focus on Results Long Beach, and other processes that guide our work. The Team recommends this recommendation a high priority.

4. Create Citizen Involvement Program

Solution Proposed: Provide a methodology for Long Beach residents who want to sponsor or participate in the restoration of facilities, programs, and services that have been affected by budget reductions.

The Implementation Team recommends that a Citizen Involvement Program be created and a Citywide Volunteer Coordinator be hired in the City Manager's Office to coordinate and facilitate volunteer activities. The Team identified two options for implementation. One option is for a Board/Commission to be created consisting of City Council representatives, the Volunteer Coordinator and a representative from the volunteers. The board and the Coordinator would operate the volunteer organization and would be responsible for recruiting volunteers, developing sponsorships and fund-raising. The second option would be to assign internal departmental representatives that would work with the Volunteer Coordinator who would be in charge of all aspects of volunteerism within the City. The Team identified this as a high priority project.

5. Aggressively Recruit for Volunteers Including City Volunteer "Job-fair"

Solution Proposed: Implement an aggressive volunteer recruiting campaign targeting existing City employees, retirees, and community members to help reduce City costs for delivering services.

The Implementation Team recommends that the proposed Volunteer Coordinator develop a plan to enhance efforts to increase City-wide volunteers by creating and implementing a volunteer recruitment campaign and job fair. The Team identified this as a high priority project because of the potential dollar savings resulting from the use of volunteers.

Financial Impacts

1. Contract Out Seasonal Service

Solution Proposed: Evaluate contracting-out opportunities by placing a higher priority on operations that require varying levels of support or attention throughout the year.

The Implementation Team developed a "Matrix for Evaluating Contracting Out/Seasonal/Peak Workload" to be used during the evaluation phase of the decision

making process. Another analysis was developed to assess the costs of contracting out verses using full-time equivalent employees. The goal of this recommendation is to assess the various operations contained within departments, which may be identified as contracting out possibilities. The Team recommends that this strategy be used immediately so as to seek out the highest possible benefits from potential contracting out situations.

2. Institute Cost Recovery Program for Law Violators

Solution Proposed: Bill perpetrators of criminal actions in the City of Long Beach for any extraordinary police, fire or public service costs.

The Implementation Team recommends use of an intranet web based application to create responsible party bills based on the assignment of blame contained in police officer reports. Violators paying promptly may apply payment in this system within a set number of elapsed days from the original bill date. Delinquent debts will automatically transfer data to an existing module in the City's mainframe-based system to allow Financial Management staff to collect on the debts. After a set number of days, the City will transfer records of the uncollected debts to an outside agency for collection work and recovery accounting. The Team identified this as a high priority project.

3. Create Revenue Collection Enforcement Team

Solution Proposed: Create a temporary Revenue Collection Enforcement Team that is charged with maximizing revenue collection. Existing only as long as the revenues exceed the costs, the Team would scour the City for revenue collection opportunities.

The Implementation Team recommends an action plan that incorporates several recommendations that include an immediate review of the City's revenue streams, identifying instances where service delivery is being subsidized, implementing the changes recommended by the new Fee Study, recognizing departments that meet revenue targets, and developing incentive and performance structures for accountability by departments. The Team also recommends creating a Revenue and Cost Recovery Team (RCT) staffed with a revenue officer, an accountant and assign a liaison within the City Auditor Office to assist with audit functions. This team would also implement an Action Plan that consists of four phases to show results early, set up a revenue tracking system, create a comprehensive revenue manual, and make revenue policy recommendations. The Team identified this as a high priority project.

4. Reward Departments for Workers' Compensation Reductions

Solution Proposed: Require departments to develop programs that provide incentives for reducing Workers' Compensation costs.

The Innovation Team recommended departments develop programs that provide incentives for reducing Workers' Compensation costs and identified two goals that would reduce costs. Goal 1, Reduction of Workers' Compensation claims and lost time injuries and Goal 2, reduction in disability retirements by retraining injured

employees to serve in other positions. The Team does not recommend that “Goal 2” be address at this time due to a successful program already in place for non-sworn disability retraining and the legislative issues out of the City’s direct control for sworn disability retirements. The efforts identified by the Team would reduce the City’s Workers’ Compensation expenditures. Initial costs to implement these types of programs should be minimal while the long-term cost reduction benefits could be significant. The anticipated end result of this implementation plan is:

1. Enhanced effectiveness of the current Larry C. Larson Safety Award.
2. Establish a mini Larry C. Larson Safety Award Program in each department.
3. Expanded team version of the “Caught in the Act” inspection award.
4. Establish a “Totally Trained Team” 100% training compliance award.

5. Share Costs for Studies

Solution Proposed: Partner with other local jurisdictions or public entities to share in the cost for studies that are mutually beneficial.

The Implementation Team believes that this recommendation could result in significant cost savings to the City. Since a portion of the scope of work for a typical consulting study is devoted to best practices, benchmarking, and other elements that are not specific to one city there is great potential for cost savings if some of the costs of the study are spread out amongst several cities or other public agencies. This recommendation could be implemented using the City’s existing purchasing policies, organizational structure, and staffing, with centralized direction and support from the City Manager’s Office, Purchasing Division, and City Attorney’s Office. Further, the Implementation Team recommends that departments minimize the use of consultant studies by sharing best practice information from leaders in other jurisdictions who have gone through similar processes.

The Implementation Team has determined that reducing expenditures could be accomplished in two ways: reducing the use of consulting studies; and sharing the cost of consulting studies with other City Departments and other public agencies. The Implementation Team recommends assigning a high priority to this recommendation, since it could result in significant savings while requiring minimal start-up costs.